

## Message Text

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PAGE 01 NOUAKC 01676 251028Z  
ACTION AF-10

INFO OCT-01 ISO-00 AID-05 MMO-01 A-01 SS-15 PER-01  
/034 W

-----063408 251231Z /40

R 231415Z JUL 77  
FM AMEMBASSY NOUAKCHOTT  
TO SECSTATE WASHDC 7836

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FOR AF-ASSISTANT SECRETARY MOOSE AND AID ASSISTANT ADMINISTRATOR  
BUTCHER FROM THE AMBASSADOR

E.O. 11652: N/A - DECONTROL UPON RECEIPT  
TAGS: AMGT, AFSP, APER, EAID, MR  
SUBJECT: U.S. DIPLOMATIC MISSION TO MAURITANIA: PRESSING NEED  
FOR WASHINGTON DECISION ON ADMINISTRATIVE SUPPORT STRUCTURE

REF: (A) NOUAKCHOTT 1014, (B) NOUAKCHOTT 1041, (C) NOUAKCHOTT 1242,  
(D) STATE 163815

1. NEED FOR MAJOR EXPANSION OF ADMINISTRATIVE SUPPORT FOR  
U.S. DIPLOMATIC MISSION TO MAURITANIA -- PEOPLE AND PHYSICAL  
FACILITIES -- TO COPE WITH EXPANSION OF PROGRAM ACTIVITY THEN  
ALREADY UNDERWAY PLUS EVEN MORE SUBSTANTIAL EXPANSION IN AID  
PROGRAM ACTIVITIES PROJECTED IN CONTEXT SAHEL DEVELOPMENT PROGRAM  
WAS FIRST FLAGGED TO WASHINGTON AGENCIES IN MID-1975 AND REIT-  
ERATED PERIODICALLY DURING 1976. IN APRIL AND MAY 1977 MISSION  
BEGAN OUTLINING SUPPORT REQUIREMENTS AND POSSIBLE SOLUTIONS  
IN DETAIL AND INITIATED SERIES OF SPECIFIC REQUESTS FOR POS-  
ITIONS, FACILITIES, VEHICLES, AND SO ON. IN EACH REQUEST WE QUOTED  
PRESSING NEED FOR ITEMS COVERED AND UNDERScoreD TIME URGENCY  
OF WHOLE BODY OF REQUESTS IF PROJECTED EXPANSION OF U.S. EC-  
ONOMIC DEVELOPMENT ASSISTANCE PROGRAM ACTIVITIES (AND CONCOMITANT T  
RIPLING OF AID DIRECT HIRE AND CONTRACTOR STAFF) DURING  
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SECOND HALF OF CALENDAR 1977 WERE TO BE CARRIED OUT ON SCHEDULE.  
I ALSO POINTED OUT ON A NUMBER OF OCCASIONS THAT IF OUR  
APPARENT INABILITY TO MOUNT THE DEVELOPMENT ASSISTANCE PRO-  
GRAM WE HAD COMMITTED OURSELVES TO PUBLICLY AND PRIVATELY  
PERSISTED FOR ANOTHER TEN OR TWELVE MONTHS, WE WOULD HAVE A  
DIFFICULT POLITICAL PROBLEM ON OUR HANDS.

2. SHORTLY AFTER OUR FIRST DETAILED PROJECTIONS AND SPECIFIC REQUESTS WERE DESPATCHED, IT BECAME CLEAR FROM INFORMAL FEED BACK FROM WASHINGTON THAT PRAGMATIC MODALITIES OF EXPANSION OF NOUAKCHOTT'S ADMIN SUPPORT FUNCTION AND STRUCTURE HAD GOTTEN CAUGHT UP IN BROAD MANAGEMENT QUESTION OF IDEAL ORGANIZATION OF ADMIN SUPPORT ACTIVITIES VIEWED GLOBALLY OR AT LEAST REGIONALLY. FACED WITH ENORMOUS TASK OF PREPARING FOR MAJOR INCREASE IN PROGRAM ACTIVITY AND OF STAFF, AND IGNORANT OF GLOBAL ISSUES AND CONSIDERATIONS INVOLVED IN BROADER MANAGEMENT DECISION WHICH WASHINGTON AGENCIES WERE FACING, MISSION CAREFULLY CAST ITS SPECIFIC AND MODEST REQUESTS FOR NEEDED PEOPLE AND THINGS IN OPTION TERMS. FOR EXAMPLE, "IF WASHINGTON AGENCIES DO NOT APPROVE CROSS-SERVICING APPROACH, THIS REQUEST FOR INCREASE IN AID MODE CEILING SHOULD BE CONSIDERED AS REQUEST FOR ESTABLISHMENT OF 2 DAS AMERICAN AND INCREASE OF 8 DAS FSL POSITIONS" (SUMMARY AND PARA 6 OF REF A).

3. WE WERE ACCORDINGLY DELIGHTED AND GRATIFIED WHEN WASHINGTON AGENCIES RECOGNIZED THAT SPECIFICS COULD BE SORTED OUT LATER IF NEED BE TO REFLECT OVERALL MANAGEMENT DECISIONS, AND RESPONDED PROMPTLY TO OUR PLEA (FINAL PARA OF REF B) FOR IMMEDIATE AUTHORIZATION TO LEASE HARD-TO-GET WAREHOUSE.

4. LATE IN MAY, MISSION REPORTED FINDING EIGHT QUALIFIED (MORE OR LESS) CANDIDATES FOR EIGHT ADMIN SUPPORT LOCAL POSITIONS (REF C), AND REPEATED REQUEST FOR EIGHT LOCAL POSITIONS LIMITED OFFICIAL USE

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ORIGINALLY MADE IN REF A. AGAIN WE REITERATED CRITICAL NEED FOR LOCAL EMPLOYEES AND AGAIN REQUESTED WASHINGTON AGENCIES TO AUTHORIZE SLOTS IMMEDIATELY, UNDER SOME INTERIM ARRANGEMENT IF NEED BE, AND THEN REARRANGE PAPER WORK IF NECESSARY LATER AND IN-HOUSE AFTER JOINT ADMINISTRATIVE ORGANIZATION CROSS-SERVICING ISSUE WAS DECIDED (FINAL PARA REF C).

5. WE BELIEVE WE CAN MAKE EITHER JAO OR CROSS-SERVICING APPROACH WORK IN MODEST ADMIN SUPPORT STRUCTURE PROJECTED FOR THIS SMALL MISSION. OBVIOUS ADVANTAGES OF SINGLE UNIFIED STRUCTURE APPEAR TO BE BALANCED OFF IN THIS PARTICULAR SITUATION BY SIGNIFICANT FLEXIBILITY AFFORDED BY DECENTRALIZATION OF AID MANAGEMENT DECISION MAKING PROCESS (PERSONNEL, FINANCIAL OPERATIONS, PROCUREMENT). IN ABSENCE DECISION ON ADMIN SUPPORT ARRANGEMENT TO BE PUT IN PLACE EVENTUALLY IN NOUAKCHOTT, AND FACED WITH NEED TO GEAR UP FOR PROJECTED INFLUX BY OBTAINING AND FITTING UP OFFICE SPACE AND QUARTERS NOW, WE HAVE BEEN BUILDING -- IN BEST DO-IT-YOURSELF TRADITION OF BOTH AFRICAN BUREAUS -- A JURY-RIGGED ADMIN SUPPORT SYSTEM. BUT WITHOUT DEFINITIVE DECISION ON ULTIMATE ADMIN SUPPORT STRUCTURE, OUR MAKE-DO ARRANGEMENT WILL NEVER BE MORE THAN RUBE GOLDBERG CONTRAPTION. AND INEVITABLY, DECISIONS WHICH SHOULD BE MADE

NOW, GIVEN EXCEEDINGLY LONG PIPELINE TIMES GOVERNING IN MAURITANIA, WILL BE POSTPONED BECAUSE OF PRESENT UNCERTAINTIES, THUS CARRYING SHORTAGES OF PEOPLE AND THINGS EVEN FARTHER INTO FUTURE.

6. LATEST STATE TELEGRAM (REF D) SEEMS TO CONFIRM WHAT WE HAD BEGUN TO SUSPECT -- THAT WE ARE IN A CATCH 22 IMPASSE. IT STATES MISSION SHOULD SUBMIT REQUEST FOR TWO ADDITIONAL AMERICAN GSO POSITIONS IN ACCORDANCE WITH A-5611. THAT IS WHERE WE BEGAN RGN MAY 4 AS QUOTED ABOVE IN PARA 2. REF D WSO REPORTS THAT REQUEST FOR EIGHT LOCAL POSITIONS WHICH WAS FIRST PRESENTED AS AID REQUEST WITH DAS OPTION, APPROVED AND SUPPORTED BY CDO, AND WAS LATER RE-SUBMITTED AS DAS REQUEST WITH AID FALLBACK OPTION, WITH CONCURRENCE CDO, HAS NOT BEEN ACTED ON BY INTER-LIMITED OFFICIAL USE

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AGENCY COUNCIL BECAUSE AID-WASHINGTON IS UNWILLING TO CONCUR, APPARENTLY UNTIL BASIC ISSUE OF JOINT ADMINISTRATIVE STRUCTURE VS. CROSS-SERVICING (DAS VS AID HIRE) HAS BEEN SETTLED.

7. I HAVE NEITHER THE KNOWLEDGE OF MANAGEMENT THEORY OF PRACTICE OR OF THE EXTRA-MAURITANIA ISSUES AND CONSIDERATIONS INVOLVED NOR THE PERSONAL EXPERIENCE IN PRACTICAL ADMINISTRATION IN THE FIELD WHPPUI WOULD NEED IN ORDER TO JOIN IN, IN ANY INTELLIGENT FASHION, THE MANAGEMENT DEBATE NOW UNDER WAY IN WASHINGTON ON GLOBAL SOLUTIONS TO BROAD ADMINISTRATIVE SUPPORT ORGANIZATION PROBLEM. BUT I HAVE A MISSION TO RUN. AND THE CDO AND I HAVE A POLITICALLY SENSITIVE ECONOMIC DEVELOPMENT ASSISTANCE PROGRAM TO BUILD AND TO BUILD QUICKLY. I SHOULD BE MOST GRATEFUL, THEREFORE, IF THE SEVERAL ADDRESSEES IN CONGRESS ASSEMBLED COULD EITHER PRECIPITATE A DEFINITIVE DECISION IN THE VERY NEAR FUTURE ON THE BASIC QUESTION BEFORE THE WASHINGTON HOUSE, OR DEVISE SOME FORMULA WHICH WILL ENABLE THOSE OF US IN THE FIELD TO GET ON WITH THE JOB WHILE THE EXPERTS CONTINUE THEIR RARIFIED DISCUSSIONS ON THE BANKS OF THE POTOMAC.

HANDYSIDE

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## Message Attributes

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**Review Markings:**  
Margaret P. Grafeld  
Declassified/Released  
US Department of State  
EO Systematic Review  
22 May 2009  
**Markings:** Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 22 May 2009